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## The Open Group TOGAF Enterprise Architecture Part 2 Exam Sample Questions (Q22-Q27):

### NEW QUESTION # 22

Please read this scenario prior to answering the question

You are working as an Enterprise Architect within a healthcare and life science company. The company is a leading player in its industry, dedicated to transforming healthcare with new ideas and advancements. The company has multiple divisions that cover different aspects of the business.

The company's Enterprise Architecture (EA) department has been operating for several years and has mature, well-developed architecture governance and development processes following the TOGAF Standard. In addition to the EA program, the company has a number of management frameworks in use.

The Architecture Board includes representatives from each division of the company.

Many of the company's rivals have begun utilizing Artificial Intelligence (AI) in their operations, and the indications are that this will be transformative for healthcare delivery. This is something the EA department has been interested in for a while, and they had recently submitted an architecture Change Request which was approved. As a result, the CIO has approved a Request for Architecture Work to investigate the implementation of AI in the company.

Areas for evaluation include:

How can staff use AI daily in their current role?

How AI can enhance access to care for patients, and how to make that experience seamless?

How AI can offer new workplace platforms and tools to increase efficiency?

Some of the top managers are worried about a change in the way of working, and if it will achieve the goals.

Many are not confident that the company's risk management processes are adequate for a company-wide integration of generative AI. There are also questions from staff about whether enough specific guidelines and policies have been put in place for responsible use of AI.

The Chief Information Officer (CIO) is the sponsor of the Enterprise Architecture program. The CIO has actively encouraged architecting with agility within the EA department as her preferred approach for projects.

The CIO wants to know how to address these concerns and reduce risks.

Refer to the scenario

You have been tasked with starting the architecture development. How do you begin?

Based on the TOGAF standard which of the following is the best answer?

- A. You recommend that models be created for the Draft Business, Data, Application, and Technology Architectures. These can be used to ensure that the system will be compliant with the local regulations for each division. Together with the problem description, and requirements, this ensures that all the necessary data and detail is addressed. A formal review should be held with the stakeholders to verify that their concerns have been properly addressed by the models.
- B. You recommend that an analysis of the stakeholders is undertaken. This will allow the architects to define groups of partners (the stakeholders) who have common concerns and include development of a Stakeholder Map. The concerns and relevant views should then be defined for each group and recorded in the Architecture Vision document. To mitigate risk, you include a requirement that there be progressive development of the target architecture to ensure there is regular feedback.
- C. You recommend that a Communications Plan be created to address the key stakeholders, that is the most powerful and influential partners. This plan should include a report that summarizes the key features of the architecture with respect to each location and reflects the stakeholders' requirements. You will check with each key stakeholder that their concerns are being addressed. Risk mitigation should be explicitly addressed as a component of the architecture being developed.
- D. You recommend creation of a set of business models that can be applied uniformly across all AI-related architecture projects. These should be developed in the portable format to ensure maximum portability across the many tools used in the firm. Each architecture should then be defined based on this fixed set of models. All concerned parties can then examine the models to ensure that their needs have been addressed.

**Answer: B**

### NEW QUESTION # 23

Please read this scenario prior to answering the question

You are working as an Enterprise Architect at a large supermarket. The company runs many retail stores, as well as an online grocery shop. Many of the stores used to remain open 24/7, but the number has decreased in recent years. Instead, they now focus

on fulfilling online orders during the night.

The company has a mature Enterprise Architecture (EA) practice and uses the TOGAF standard for its architecture development method. The EA practice is involved in all aspects of the business, with oversight provided by an Architecture Board with representatives from different parts of the business. The EA program is sponsored by the Chief Information Officer (CIO). Each store uses a standard method to track sales and inventory. This involves sending accurate timely sales data to a central AI-based inventory management system that can predict demand, adjust stock levels and automate reordering. The central inventory management system is housed at the company's central data center.

The company has bought a major rival. The Chief Executive Officer believes that a merger will enable growth through combined offerings and cost savings. The decision has been taken to fully integrate the two organizations, including merging retail operations and systems. This means that duplicated systems will be replaced with one standard retail management system. Also, the company will reduce the number of applications that are used. The CIO expects significant savings will be achieved by implementing these changes across the newly merged company.

One improvement that the rival has successfully implemented is the use of hand-held devices within stores, for both customers and staff. This has increased both customer and staff employee satisfaction due to the time savings this has brought. The CIO has given the go-ahead to roll out the devices in all stores but has stated that training on how to use the hand-held devices should be brief because there are a lot of employees, many of whom are part-time.

The Request for Architecture Work to oversee the merger has been approved. The project has been scoped and you have been assigned to work on it. Your role includes managing the architecture for the retail stores.

Refer to the scenario

You have been asked to confirm the most relevant architecture principles for the transformation.

Based on the TOGAF Standard, which of the following is the best answer?

[Note: The sequence of the principles listed in each answer does not matter. You should assume the company follows the set of principles that are provided in the TOGAF Standard, ADM Techniques, Architecture Principles chapter. You may need to refer to section 2.6 located in ADM Techniques within the reference text to answer this question.]

- A. Control Technical Diversity, Interoperability, Data is an Asset, Data is Shared, Business Continuity
- B. Common Use Applications, Data is an Asset, Data is Accessible, Ease of Use, Business Continuity
- C. Maximize Benefit to the Enterprise, Common Use Applications, Data is an Asset, Responsive Change Management, Technology Independence
- D. Common Vocabulary and Data Definitions, Compliance with the Law, Requirements Based Change, Responsive Change Management, Data Security

**Answer: C**

Explanation:

Key aspects of the scenario:

Business Objective:

A merger is happening to combine offerings, reduce costs, and achieve operational efficiency.

The goal includes fully integrating retail operations and systems, replacing duplicated systems, and reducing the number of applications used.

Technological Improvements:

A central AI-based inventory system is in place.

Hand-held devices for stores have improved customer and staff satisfaction and increased efficiency.

Scope of Architecture Work:

Integrating the merged systems.

Managing retail architecture to optimize operations.

TOGAF Alignment:

TOGAF principles aim to ensure the architecture supports business transformation effectively while aligning with governance and best practices.

Best answer analysis:

Option 1:

Maximize Benefit to the Enterprise: Aligns with the merger goals of cost reduction and efficiency.

Common Use Applications: Matches the goal to reduce duplicated systems.

Data is an Asset: Central AI system depends on accurate and reliable data.

Responsive Change Management: Necessary to support the transition and manage organizational impacts.

Technology Independence: Encourages selecting flexible, scalable solutions post-merger.

This option comprehensively aligns with the scenario.

Option 2:

Control Technical Diversity: Important but less emphasized than cost reduction and application unification.

Interoperability: Relevant, but less critical compared to principles addressing business value.

Data is an Asset: Relevant.

Data is Shared: Implied in centralized inventory but not directly stated.

Business Continuity: Important but not the main focus here.

This option partially fits but lacks emphasis on business outcomes.

Option 3:

Common Vocabulary and Data Definitions: Indirectly helpful but not central to the transformation.

Compliance with the Law: Always critical, but no explicit legal issues are mentioned.

Requirements-Based Change: General principle but not transformation-specific.

Responsive Change Management: Relevant.

Data Security: Important but not a central concern in the scenario.

This option focuses more on governance and less on merger goals.

Option 4:

Common Use Applications: Relevant to reducing duplicate systems.

Data is an Asset: Relevant.

Data is Accessible: Fits with AI system and handheld devices but is a subset of "Data is an Asset." Ease of Use: Relevant to handheld devices but not a core transformation principle.

Business Continuity: Important but secondary to cost and efficiency.

This option focuses more on usability and accessibility rather than transformation objectives.

### NEW QUESTION # 24

You are employed as an Enterprise Architect within an Enterprise Architecture (EA) team at an environmental agency. The agency has multiple divisions, and is responsible for overseeing environmental protection, regulation, and conservation efforts.

The agency has a well-established EA practice and follows the TOGAF standard as its method for architecture development. Along with the EA program, the agency also uses various management frameworks, including business planning, project/portfolio management, and operations management. The EA program is sponsored by the Chief Information Officer (CIO), who has actively promoted architecting with agility within the EA department as the preferred approach for projects.

The agency is preparing itself for a world where Artificial Intelligence (AI) is widely adopted. As a result, the agency is looking to determine the impact and role that AI will play moving forward.

The CIO has approved a Request for Architecture Work to look at how AI can be used for services across the agency. She has noted that digital platforms will be a priority for investment in order to scale the planned AI applications. Using AI to automate tasks and make things run smoother is seen as a big advantage. Process automation, and improved efficiency from manual, repetitive activities has been identified as the key benefits of applying generative AI to their agency's business. This will include back-office automation, for example, for help center agents who receive hundreds of email enquiries. This should also improve services for their customers by making them more efficient and personalized, tailored to each individual's needs.

Many of the agency leaders are worried about relying too much on AI. Some leaders think their employees will need to learn new skills. Some employees are worried they might lose their jobs to AI. Other leaders worry about security and cyber resilience in the digital platforms needed for AI to be successful.

Refer to the scenario

The EA team leader has asked how to address the concerns, and how to manage the risks of a new architecture for the project.

Based on the TOGAF standard which of the following is the best answer?

- A. You recommend an assessment of the power, influence, and interest of key individuals affected by the project. This includes documenting the positions, concerns, issues, and cultural factors of each interest group. This information will shape how the architecture is presented and explained. The concerns and relevant views can be defined for each group and recorded in the Architecture Vision document. The requirements for addressing risk should be recorded in the Architecture Requirements Specification and checked through regular assessments and feedback.
- B. You recommend creating an Organization Map to display the links between different parts of the agency. This will help the EA team to find and involve all areas of the agency impacted by this strategic change. Multiple business models should then be created that can be applied to AI related projects. A meeting will be held with the stakeholders to teach them how to interpret the models and see how their concerns are being addressed. Risk will be managed as part of the Security Architecture development.
- C. You recommend conducting an analysis that separates the different types of stakeholders into groups. They can be put into categories including corporate functions, end-user organization, project organization, systems, and external. Models should be developed for each stakeholder category to ensure that all the necessary information and details are considered. A meeting should be held with the stakeholders to verify that their concerns have been addressed. Risk management will be considered during the Implementation Governance phase.
- D. You recommend that the key stakeholders be formally identified. This should include those who will be most helpful for the change to be successful. A Communication Plan should be made to address their needs. This plan should include a report that summarizes the key features of the architecture based on stakeholder requirements and addressing concerns. You meet with each key stakeholder to make sure their concerns are being addressed. You make sure that the architecture being developed

clearly addresses risk management.

**Answer: A**

Explanation:

The correct approach is rooted in Phase A: Architecture Vision and the Requirements Management process of the TOGAF ADM (Architecture Development Method).

Stakeholder Management (Phase A): According to the TOGAF standard, one of the first steps in Phase A is to identify stakeholders, their issues, and concerns. The scenario specifically highlights conflicting concerns: efficiency gains vs. job security and cyber resilience. A core TOGAF technique is the assessment of power, influence, and interest. By documenting these "positions, concerns, and cultural factors," the Enterprise Architect can tailor the Communication Plan and the Architecture Vision to ensure buy-in. This is vital for "architecting with agility," as it ensures the human and organizational factors are integrated into the design early on.

Defining Views and Viewpoints: TOGAF specifies that the EA team should identify the relevant views for each stakeholder group. For example, a leader worried about security needs a Security View, while an employee worried about job loss needs a Business/Human Resource View. Recording these in the Architecture Vision document ensures that the high-level goals of the AI project align with stakeholder expectations.

Risk Management and Requirements: In TOGAF, risk is not just a technical issue to be handled in Phase G (Implementation Governance) or limited to Security Architecture. It is an integral part of the Architecture Requirements Specification. By recording risk requirements early and using "regular assessments and feedback," the agency follows a proactive risk management posture. This aligns with the "Requirements Management" circle at the center of the ADM, ensuring that as the AI technology evolves, the risks (like AI hallucinations or data breaches) are continuously monitored against the initial requirements.

Why other options are incorrect:

Option A focuses too heavily on Organization Maps and Business Models. While useful, they don't directly address the cultural fears of job loss or the specific risks mentioned in the scenario.

Option B incorrectly suggests waiting until Implementation Governance to consider risk management. In TOGAF, risk must be managed throughout the entire lifecycle, starting as early as possible.

Option C mentions a Communication Plan, but it lacks the formal TOGAF rigor of documenting stakeholder "power and influence" and integrating risk into the "Architecture Requirements Specification."

## NEW QUESTION # 25

Please read this scenario prior to answering the question

You have been appointed as Chief Enterprise Architect (CEA), reporting to the Chief Technical Officer (CTO), of a company established as a separate operating entity by a major automotive manufacturer. The mission of the company is to build a new industry leading unified technology and software platform for electric vehicles.

The company uses the TOGAF Standard as the basis for its Enterprise Architecture (EA) framework, and architecture development follows the purpose-based EA Capability model as described in the TOGAF Series Guide: A Practitioners' Approach to Developing Enterprise Architecture Following the TOGAF® ADM.

An end-to-end Target Architecture has been completed with a roadmap for change over a five-year period. The new platform will be a cross-functional effort between hardware and software teams, with significant changes over the old platform. It is expected to be developed in several stages over three years. The EA team has inherited the architecture for the previous generation hardware and software automotive platform, some of which can be carried over to the new unified platform. The EA team has started to define the new platform, including defining which parts of the architecture to carry forward.

Enough of the Business Architecture has been defined, so that work can commence on the Information Systems and Technology Architectures. Those need to be defined to support the core business services that the company plans to provide. The core services will feature an innovative approach with swarm data generated by vehicles, paving the way for autonomous driving in the future.

The presentation and access to different variations of data that the company plans to offer through its platform pose an architecture challenge. The application portfolio and supporting infrastructure need to interact with various existing cloud services and data- Refer to the scenario You have been asked what approach should be taken to determine and organize the work to deliver the requested architectures?

Based on the TOGAF standard which of the following is the best answer?

- A. You will research leading data businesses, developing high-level Target Data, Application and Technology Architectures. You would review the Architecture Vision in order to estimate the level of detail, time, and breadth of the ADM cycle phases that will be needed to develop the architecture. You will identify and cost major work packages, and then develop an Architecture Roadmap. You would then seek approval by the Architecture Board and initiate the project.
- B. You would refer to the end-to-end Target Architecture for guidance and direction. The first objective should be to identify projects, dependencies and synergies, then prioritize before initiating the projects. You will develop high-level architecture descriptions. For each project you would estimate effort size, identify reference architectures, and candidate building blocks. You will identify the resource needs considering cost and value. You will document options, risks, and controls to enable

viability analysis and trade-off with the stakeholders.

- C. You will revisit ADM Phase A. identifying the stakeholders and creating a new Architecture Vision. You will update the Stakeholder map produced for the strategic architecture so it reflects the stakeholders who are now the most relevant to the projects that are to be developed. You would then ask the CTO to make some decisions about the Architecture Roadmap, and update the Implementation and Migration Plan to reflect the decisions.
- D. You would look outside the enterprise to research data models and application portfolios of leading big data businesses. You would develop just enough applications, data, and technology architecture to identify options. For each project this should include identification of candidate architecture and solution building blocks. You will identify solution providers, perform a readiness assessment, and assess the viability and fitness of the solution options. You will then document the draft Implementation and Migration plan.

**Answer: B**

Explanation:

The Target Architecture is a description of the future state of the architecture that addresses the business goals and drivers, and satisfies the stakeholder requirements and concerns. The Target Architecture is developed through the Architecture Development Method (ADM), which is the core process of the TOGAF standard that guides the development and management of the enterprise architecture. The Target Architecture is typically divided into four domains: Business, Data, Application, and Technology. The Target Architecture also includes a roadmap for change, which defines the Transition Architectures, the Capability Increments, and the work packages that enable the transition from the Baseline Architecture to the Target Architecture<sup>12</sup> The best answer is B, because it describes the approach that should be taken to determine and organize the work to deliver the requested architectures, which are the Information Systems and Technology Architectures. The answer covers the following steps:

Refer to the end-to-end Target Architecture for guidance and direction. The end-to-end Target Architecture provides the overall vision, scope, and objectives of the architecture work, and the alignment with the business strategy and goals. The end-to-end Target Architecture also provides the high-level definitions and principles for the four architecture domains, and the roadmap for change that outlines the major milestones and deliverables.

Identify projects, dependencies and synergies, then prioritize before initiating the projects. Projects are the units of work that implement the architecture work packages, which are the sets of actions or tasks that are required to implement a specific part of the architecture. Dependencies are the relationships and constraints that affect the order or priority of the projects, such as logical, temporal, or resource dependencies. Synergies are the benefits or advantages that result from the combination or coordination of the projects, such as cost savings, efficiency gains, or innovation opportunities. Prioritization is the process of ranking the projects according to their importance, urgency, or value, and assigning resources and schedules accordingly.

Develop high-level architecture descriptions. High-level architecture descriptions are the outputs of the architecture development phases (B, C, and D) of the ADM cycle, which describe the Business, Data, Application, and Technology Architectures in terms of the Architecture Building Blocks (ABBs) and the Solution Building Blocks (SBBs), which are reusable components of business, IT, or architectural capability. High-level architecture descriptions also include the Architecture Views, which are representations of the system of interest from the perspective of one or more stakeholders and their concerns.

For each project, estimate effort size, identify reference architectures, and candidate building blocks. Effort size is the measure of the amount of work, time, or resources required to complete a project. Effort size can be estimated using various techniques, such as analogy, expert judgment, parametric, or bottom-up. Reference architectures are standardized architectures that provide a common framework and vocabulary for a specific domain or industry. Reference architectures can be used as a source of best practices, patterns, and models for the architecture development. Candidate building blocks are the potential ABBs or SBBs that can be used to implement the architecture. Candidate building blocks can be identified from the Architecture Repository, which is a collection of architecture assets, such as models, patterns, principles, standards, and guidelines.

Identify the resource needs considering cost and value. Resource needs are the specifications and criteria that define the acceptable level and quality of the resources required to complete the project, such as human, financial, physical, or technological resources. Resource needs can be identified by analyzing the scope, complexity, and dependencies of the project, and the availability, capability, and suitability of the resources. Cost and value are the factors that influence the allocation and utilization of the resources, such as the budget, the return on investment, the benefits, or the risks.

Document options, risks, and controls to enable viability analysis and trade-off with the stakeholders. Options are the alternative ways of achieving the project objectives, such as different solutions, technologies, vendors, or approaches. Risks are the effects of uncertainty on the project objectives, such as threats or opportunities. Controls are the measures or actions that are taken to prevent, reduce, or mitigate the risks, such as policies, procedures, or standards. Viability analysis is the process of evaluating and comparing the options, risks, and controls, and determining the feasibility, suitability, and desirability of each option. Trade-off is the decision outcome that balances and reconciles the multiple, often conflicting, requirements and concerns of the stakeholders, and ensures alignment with the Architecture Vision and the Architecture Principles.

References: 1: The TOGAF Standard, Version 9.2, Part II: Architecture Development Method (ADM), Chapter 5: Introduction to the ADM 2: The TOGAF Standard, Version 9.2, Part IV: Architecture Content Framework, Chapter 36: Building Blocks : The TOGAF Standard, Version 9.2, Part II: Architecture Development Method (ADM), Chapter 18: Phase A: Architecture Vision : The TOGAF Standard, Version 9.2, Part II: Architecture Development Method (ADM), Chapter 19: Phase B: Business Architecture : The TOGAF Standard, Version 9.2, Part II: Architecture Development Method (ADM), Chapter 20: Phase C:

Information Systems Architectures : The TOGAF Standard, Version 9.2, Part II: Architecture Development Method (ADM), Chapter 21: Phase F: Migration Planning : The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 23: Architecture Principles : The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 30: Trade-Off Analysis : The TOGAF Standard, Version 9.2, Part VI: Architecture Capability Framework, Chapter 46: Tools for Architecture Development : The TOGAF Standard, Version 9.2, Part VI: Architecture Capability Framework, Chapter 47: Architecture Board : The TOGAF Standard, Version 9.2, Part VI: Architecture Capability Framework, Chapter 48: Architecture Compliance : The TOGAF Standard, Version 9.2, Part VI: Architecture Capability Framework, Chapter 49: Architecture Contract : The TOGAF Standard, Version 9.2, Part VI: Architecture Capability Framework, Chapter 50: Architecture Governance : The TOGAF Standard, Version 9.2, Part VI: Architecture Capability Framework, Chapter 51: Architecture Maturity Models : The TOGAF Standard, Version 9.2, Part VI: Architecture Capability Framework, Chapter 52: Architecture Skills Framework

### NEW QUESTION # 26

Please read this scenario prior to answering the question

You are working as Chief Enterprise Architect at a large Internet company. The company has many divisions, ranging from cloud to logistics. The company has grown rapidly, expanding from initially selling physical books and media to a range of services including an online marketplace, live-streaming, eBooks, and cloud services.

Overall management of the numerous divisions has become challenging. Recent high-profile projects have overrun on budget and under delivered, damaging the company's reputation, and adversely impacting its share price. There is a widely held view within the executive management that the organization structure has played a major role in these project failures.

The company has an established Enterprise Architecture program based on the TOGAF standard, sponsored jointly by the Chief Executive Officer (CEO) and Chief Information Officer (CIO). The CEO has decided that the company needs to reorganize its divisions around artificial intelligence and machine learning with a focus on automation. The CEO has worked with the Enterprise Architects to create a strategic architecture for the reorganization, including an Architecture Vision, together with definitions for the four domain architectures. This sets out an ambitious vision of the future of the company over a three-year period. This includes a set of work packages and includes three distinct transformations.

The CIO has made it clear that prior to the approval of the detailed Implementation and Migration plan, the EA team will need to assess the risks associated with the proposed architecture. He has received concerns from key stakeholders across the company that the proposed reorganization may be too ambitious and there is doubt whether it can produce sufficient value to warrant the risks.

Refer to the scenario

You have been asked to recommend an approach to satisfy these concerns. Based on the TOGAF Standard, which of the following is the best answer?

- A. The Enterprise Architects should bring together information about potential approaches and produce several alternative target transition architectures. They should then investigate the different architecture alternatives and discuss these with stakeholders using the Architecture Alternatives and Trade-offs technique. Once the target architecture has been selected, it should be analyzed using a state evolution table to determine the Transition Architectures. A value realization process should then be established to ensure that the concerns raised are addressed.
- B. Before preparing the detailed Implementation and Migration plan, the Enterprise Architects should review and consolidate the gap analysis results from Phases B to This will identify the transformations required to achieve the proposed Target Architecture. The Enterprise Architects should then assess the readiness of the organization to undergo change and determine an overall direction to address and mitigate risks identified. The Transition Architecture should then be planned to use a state evolution table.
- C. The Enterprise Architects should evaluate the organization's readiness to undergo change. This will allow the risks associated with the transformations to be identified, classified, and mitigated for. This should include identifying dependencies between the set of changes, including gaps and work packages. It will also identify improvement actions to be worked into the Implementation and Migration Plan. The business value, effort, and risk associated for each transformation should be determined.
- D. Establishing interoperability in alignment with the corporate operating model will ensure risks are minimized. The Enterprise Architects should apply an interoperability analysis to evaluate any potential issues across the architecture. This should include the development of a matrix showing the interoperability requirements. These can then be included within the transformation strategy embedded in the target transition architectures. The Enterprise Architects should then finalize the Architecture Roadmap and the Implementation and Migration Plan.

**Answer: C**

Explanation:

The Business Transformation Readiness Assessment is a technique that can be used to evaluate the readiness of the organization to undergo change and to identify the actions needed to increase the likelihood of a successful business transformation. This technique can help to address the concerns of the key stakeholders about the risks and value of the proposed reorganization. The technique

involves assessing the following aspects of the organization: vision, commitment, capacity, capability, culture, and communication. Based on the assessment, the risks associated with the transformations can be identified, classified, and mitigated for. The technique also helps to identify the dependencies between the set of changes, including gaps and work packages, and the improvement actions to be worked into the Implementation and Migration Plan. The technique also supports the determination of the business value, effort, and risk associated for each transformation, which can be used to prioritize and sequence the work packages and the Transition Architectures1 Reference: 1: The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 27: Business Transformation Readiness Assessment

## NEW QUESTION # 27

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